

USG Haiti Strategic Overview by Component								
Strategy Component	Strategy Objective	Original 18-month Goal	Revised 18-month Goal (as of June 2012)	18-month Outcome	Original 5-year Goal	Revised 5-year Goal (as of November 2012 unless otherwise indicated)	Status of 5-year Goal (as of September 30, 2016)	Status (as of September 30, 2016)
Pillar A: Infrastructure and Energy								
Priority 1: Housing	Support the upgrading of up to five Port-au-Prince neighborhoods, including resources to accelerate rubble removal using heavy equipment	* House approximately 250,000 IDPs in 47,500 shelter solutions; * Support host arrangements for 25,000 households; * Coordinate issuance of vouchers and loans for home improvements and repairs	Remove 2.2 million cubic meters of rubble.	2.5 million cubic meters of rubble have been removed.	Significantly contribute to the rebuilding of neighborhoods in Port-au-Prince that offer economic prospects, secure housing and services to its residents.	Remove 2.5 million cubic meters of rubble.	Support for rubble removal is complete with no further activity in this area.	Support for rubble removal is complete with no further activity in this area.
	Shelter solutions for IDPs	* With other donors, provide funding for relocation of IDPs to 65,000 habitable homes and 35,000 repaired homes; * Upgrade three Port-au-Prince neighborhoods.	Provide shelter solutions — including transitional shelters (t-shelters), repairs to damaged houses, and support to host families providing housing for people displaced after the earthquake — to more than 320,000 people.	The USG has provided shelter solutions to more than 65,700 households, housing more than 328,000 individuals. As of May 2012, the USG has supported: * Construction of over 29,100 transitional shelters, * Repair of more than 5,800 "yellow" structures to shelter over 8,100 households; * Hosting support to over 27,200 households; * Rental vouchers to roughly 1,200 households;		Provide shelter solutions to more than 300,000 people.	The USG has met and is in the process of exceeding the goal for this area.	USG support to IDP solutions is complete, and original goals have been exceeded.
	Upgrade neighborhoods in Port-au-Prince		Repair/reconstruct 150 homes through USG contribution to HRF/WB neighborhood upgrading project.	After over a year of delays, The World Bank in conjunction with the GOH was preparing to award the first two contracts, which were awarded in September 2012 (CHF and Habitat for Humanity) for the neighborhood upgrading project.		Repair/reconstruct 1,040 homes through USG contribution to HRF/WB neighborhood upgrading project.	The program has helped approximately 11,000 households safely return to their pre-earthquake communities and 25,000 households have benefitted from community upgrades.	* A groundwater assessment for Titanyen-Cabaret development corridor was commissioned by USAID and UMCOR. This assessment aims at evaluating the potential sourcing large and sustainable quantities of good quality groundwater to support regional development of growing corridor between Titanyen and Cabaret in the Ouest Department.
Undertake integrated investments to facilitate the establishment of up to three new communities that offer housing, jobs, and sustainable economic opportunities	New housing settlements	* Identify sites for new shelter settlements for IDPs and middle income families, and contract projects and monitor construction of permanent housing units and related services and infrastructure. * Support 4,000 new core homes benefitting 20,000 people and provide infrastructure to other new shelter sites to facilitate construction by other orgs. of 11,000 homes benefitting 70,000 people, with the component benefitting 75,000-90,000 people in the Port-au-Prince and Cap Haitian development corridors; * Design integrated investments for these communities in concert with other donors.	Construct 40 houses through USAID projects	Due to delays in the USG contracting requirements, increases in actual costs for house construction, modifications to house design to GOH-requested specifications, and in some cases delays or set backs in GOH authorization of land use for construction, no houses had been completed as of June 2012. Construction of 750 USG-financed houses was ongoing in the Cap Haitian corridor and site preparations were underway for the construction of 156 USG-financed houses north of Port-au-Prince.	USG will have contributed to the development of sustainable communities.	<u>Update: September 2014</u>  * Capacity building with community-based organizations to strengthen community management of new settlements.  * As a result of GOH-requested design changes, increases in the cost of construction materials, and delays in obtaining clear land title, the cost for the new settlements increased significantly contributing to reduced goals. The number of houses directly constructed by USAID reached 906 and is now complete. The number of houses to be constructed in partnership with other donors is 574 at Terrier Rouge, Ouanaminthe and DLA 3.	* At the Haut Damier site, USAID has teamed with the United Methodist Committee on Relief (UMCOR) and the International Federation of the Red Cross (IFRC) to provide nearly \$2.5 million (\$500,000 from USAID) in pooled funding to finance community development support for both the new households and the existing residents in the area. Ongoing activities both here and at Caracol-ENAM include community engagement, governance, and livelihood interventions to address the social and economic needs of the local population.  * Progress on site preparation at Ouanaminthe is at 74% and Terrier Rouge is at 80% as of June 2014. At DLA 3, an agreement is being finalized with UNOPS for all activities at this site.	* At Haut Damier site, USAID's investment through UMCOR has allowed 270 households to get improved access to water, 6,892 individuals to benefit from improved hygiene education, 820 school members (mainly students and teachers) to have access to WASH facilities and 37 teachers and directors to receive curriculum development, teaching methods and management training. This investment has also enabled 222 people to receive poultry and to benefit from capacity building and support for poultry raising businesses.
Provide capacity building and policy reform to the GOH	Provide technical assistance in urban planning, management, construction, and housing administration.  Provide policy assistance in land tenure and titling, the creation of an enabling environment for housing finance and mortgage markets, and regulation and supervision of building codes.	Provide significant technical capacity to the HRC, the Ministry of Finance, and the Presidential Commission on IDP Resettlement.	* Provide technical assistance to build capacity of the GOH and improve management of housing sector;  * Build capacity with community-based organizations to strengthen community management of new settlements.	* USAID assisted the GOH in the development of the beneficiary selection process for new housing; * USAID worked closely with 60 GOH Ministry of Public Works engineers to improve management processes, scheduling, interaction with municipalities, and inspections/reporting; * A USAID-funded advisor supported the now-defunct HRC Housing Section by providing technical assistance to setup a Housing and Settlement Information System and guided use of a neighborhood delineation methodology used by other donors/implementers. * USAID supported a participatory community enumeration process, which serves as a fast-track transitional measure to facilitate returns to neighborhoods. IDM and the GOH later received \$10M from the HRF to scale-up this pilot methodology to record tenure and occupancy information for tens of thousands of additional households across the earthquake-affected zone, significantly leveraging USAID's initial investment.	* Support the GOH to design improved housing policies and manage urban expansion of Port-au-Prince and cities in Haiti's development corridors;  * Strengthen municipal capacity to improve service delivery, mobilize and manage funds, and plan for urban expansion.	* Technical assistance to build capacity of the GOH and improve management of housing sector.	The USG worked closely with the GOH's social housing agency (EPPLS) and several partners to ensure that each of the new communities has the support they will need to become vibrant. Achievements include 1. Meeting and awareness raising with EPPLS Departments in charge of financial data; 2. Analytical Codification of projects and main expense types; 3. Analytical Codification of main simplified expense categories; and 4. Training of Accounting Department staff on Pivot Tables.	*Through training sessions and workshops USAID, through Habitat for Humanity International, has trained 935 Haitian citizens and other stakeholders of the Haitian housing sector on how to buy and sell property. In addition, the mission with HFHI has organized several outreach events where the issue of land and rights has been raised. A total of 836 people took part in these events. HFHI has also developed Haiti's first practical land tenure guide that is being used by everyone from community leaders, land rights activists, business leaders and international organizations.
Increase access to housing finance	Support the expansion of the housing sector through new mechanisms, exploring the use of the following: * Home improvement loans; * Construction finance; * Mortgage lending; * Subsidies/vouchers.	Enable access to financing for people to repair and upgrade their homes in Port-au-Prince.	Finalize agreement between USAID and OPIC and sign two new Development Credit Authority (DCA) agreements for micro-finance housing loans. (see also Pillar B)	An agreement between OPIC & USAID to establish a housing finance facility was in process and signed in October 2012. USAID also signed two new DCA agreements in September 2012 that will provide funding for micro-finance housing loans (house expansion, improvements, and construction).	Increase access to housing finance for Haiti's low-and-middle-income households, in part through banks' improved ability to offer more diversified products to meet the needs of Haitian consumers.	Generate \$20 million in available housing finance through OPIC's housing finance facility and \$15 million in available housing finance through new DCAs over 10 years (end of strategy, plus six years).	Utilization rates for the DCA program continues to grow with lending in the housing sector on the rise. The OPIC facility has encountered delays in launching, with very few housing loans executed.	*The HOME project has partnered with five local financial institutions including banks and microcredit institutions (SOCOAVIM, SOGESOL, KOTELAM, SOGEBEL and CFP) and a local housing developer (TECNA) in order to link the supply side (housing projects) to the demand side (housing finance products) of the market. As of July 2016, the project had allowed the issuance of 110 loans valued at \$697,522 of private capital.
Priority 2: Ports								
Assist the GOH in leveraging Haiti's proximity to the US market by increasing the efficiency of Haiti's port sector and improving regulatory oversight	Support the GOH in the development of a long-term port sector strategy that addresses the need for a modern container port and increases sector efficiency and regulatory oversight.	Support the GOH in the development of the long-term port development strategy and contribute to the engineering, commercial and regulatory assessments required to determine the appropriate structure and management of the sector.	Finalize feasibility study for construction of a major container port on the north coast of Haiti.	* A draft feasibility study was submitted to USAID for review. Due to environmental findings, USAID requested that the contractor revise the feasibility study to include additional options for port construction locations on the north coast of Haiti. * With USG support, a complementary study was undertaken in the Cap Haitian corridor to examine the impact of potential employment generators and building and financing interventions being considered.	Contribute to visible and lasting improvements in Haiti's ports sector with a significant drop in port charges, shorter processing times and an improved ranking for trading across borders in the Doing Business survey.	<u>Update: September 2014</u>  1. Contribute to upgrades to the port in Cap-Haitien; after further due diligence, the GOH and USAID agreed that the optimal approach would be to invest in a major upgrading of the Cap Haitien Port to meet the projected port services needs for the next 10-15 years.  2. Provide technical assistance to the Ministry of Finance and Economy, the Council for the Modernization of Public Enterprises, and the National Ports Authority to improve customs regulations and services to reduce port charges to regional levels and increase sector efficiency.	USAID executed an agreement with IFC to support the due diligence and transaction package development for port upgrades at Cap-Haitien. Another agreement was signed with the US Army Corps of Engineers for technical and environmental support.	* A vessel tracking system and portable reefer power supplies were delivered to Cap-Haitien Port through the agreement with UNOPS for phase I landside improvements. Initial engineering assessments for the landside works were completed and design is underway.*USAID initiated the procurement that will lead to a Design-Build Construction Contract for the major marine works, including demolition and reconstruction of the quays and dredging of the access channel and turning basin. *Two awards were made to Nathan Associates: one to support the National Port Authority to improve its regulatory, administrative, and operational capacity at the CHP; and the second to provide technical support to the Customs Administration to streamline customs services at the CHP. * In August 2016, the GOH agreed to reduce government collected port tariffs by 50%, from \$310/TEU (twenty-foot equivalent unit) to \$155/TEU. GOH collected port tariffs are a primary impediment to price competitiveness with Dominican and other regional ports. * IFC, through their grant agreement to serve as transaction advisors, supported the GOH in launching a tender process that will lead to a 25-year operations and maintenance contract between the GOH and a private-sector port operator. Qualifications packages were received in September 2016 and three qualified operators were short-listed to bid on the transaction.
Invest in the design and development of a major international container port in the Northern Corridor in partnership with other bilateral and multilateral partners and the private sector		* Contribute to a completed feasibility study that sets out the engineering assessments, budget, management model, regulatory oversight, and security for a new or expanded port. * Support port enhancement to facilitate the movement of supplies during reconstruction and the launch of ground preparation and construction.			Make significant contributions to a modern container port and provide assistance to the Ministry of Finance to harness port revenue.			
Develop an integrated investment package in coordination with the GOH and other partners to spur the development of an economic growth pole anchored by the port development		* Contribute to an integrated investment plan including housing, transport, and electricity, with incentives to attract 1-2 major manufacturers or agribusinesses. * Technical assistance that enables the GOH to effectively facilitate private investments in these poles.			Contribute to a growing center of economic activity through a new port and integrated investments with other donor partners and the private sector in an industrial park, housing, and infrastructure, creating 25k jobs.			

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Priority 2: Economic Security- Access to Opportunity	* Support for an enabling policy environment" is now named: "Attracting Foreign Direct Investment (FDI) and local investment"	* Contribute to an improved policy environment for doing business in Haiti, as measured by a better ranking in the World Bank's "Doing Business" indicators.  * Enable increased mortgage lending.  * Support improved regulation and supervision of the insurance sector.	* Improved GOH tax collection. Contribute to an improved policy environment for doing business in Haiti.	* To date, DGI auditors have utilized their specialized training on audits of telecommunications and construction industries, resulting in a large finding for unpaid taxes against a telecommunications company. DGI has also reestablished its onsite inspection for compliance with excise taxes at a large cigarette manufacturer.  * The GOH has issued a decree requiring tax-exempt organizations to reconfirm their registration and the basis for the exemptions. The organizations will have to provide evidence that they are withholding and paying wage taxes on both the Haitian employees and foreign employees.  * The DGI has audited several registered NGOs and found substantial non-compliance on withholdings on wages for employees.	* Contribute to Haiti's overall business climate as measured by greater ease and lower costs to start a business, gain construction permits, and trade with U.S. and regional partners.  * Significantly increase foreign direct investment  * Support GOH reforms of the publication and registration of land titling to allow businesses and households to benefit from secure tenure and leverage assets.	* Increased transparency, modernization, and improved efficiency and effectiveness in revenue collection, budget formulation, budget execution and expenditure tracking and accounting processes.  * Significantly increase foreign direct investments.	* Foreign direct investment has increased from \$119 million in 2011 to \$186 million in 2013. USG contributions to the construction of the North Industrial Park and the provision of reliable electricity to the park and surrounding communities in conjunction with another multilateral donor and the GOH have contributed to this goal. Rehabilitation of a port to facilitate shipping for park customers will continue to boost investment.	Foreign direct investment fell to \$99 million in 2014 (mostly in transport and telecommunications), according to the UN Economic Commission for Latin America and the Caribbean. Nonetheless, it is expected that such investment will pick up in the medium term. Also significant are increases in GOH revenue collection due to improvements in the management of the DGI's Large Taxpayer Unit and in the software and hardware available to DGI (13 of its 24 remote units will be using the new software by December 31), as well as ongoing efforts to create a Treasury Single Account, a major step in reducing discretionary expenditure at the ministry level, a major source of corruption.
	* Support GOH in attracting domestic and foreign direct investment.							
Technical assistance and professional and vocational training services to MSME(s)	Assist informal MSMEs improve their management and governance, register with regulators and tax authorities to become formal enterprises, and access new sources of capital.	Partner to build capacity of local business development service providers to support and formalize Haitian MSMEs.	Increase access to technical assistance and business development services.	* USAID's Local Enterprise and Value Chain Enhancement (LEVE) project to support increased access to business development services and expand professional and vocational training programs for MSMEs was in procurement and awarded in 2013.  * USAID's Leveraging Effective Application of Direct Investments (LEAD) used a business plan competition model coupled with a matching grants program to attract foreign direct investment to Haitian MSMEs, providing technical assistance to SMEs, of which four were selected to receive a total of \$414,000 of matching funds.	Contribute to an increased skill base in targeted sectors such as agribusiness, construction, cookstove distribution, etc.	Promote the agribusiness, apparel, and construction industries by supporting larger "lead" firms in target value chains, strengthening management practices within MSME's, and providing training for employees and job-seekers. The goal is to create 25,000 net full-time-equivalent jobs by the end of 2015, raise revenues/income within target value chains, and increase industry-specific measures of productivity.	No update	As of September 30, 2016, the LEVE project has disbursed over \$2.1M (of \$3.7M committed to date) to 31 subgrantees. Activities supported more than 550 MSMEs to improve their managerial skills or expand their operations through capital injection. To date, this support has contributed to the creation of 2708 new jobs.
	Offer professional and vocational training programs to MSMEs specializing in agriculture, agribusiness, garment assembly, and construction.	Structure and deliver professional and vocational training within targeted sectors	Expand professional and vocational training programs to support more MSMEs.					As of September 30, 2016, the LEAD activity awarded \$3 sub-grants to 52 SMEs for a total of \$6.2 million while leveraging an amount of \$6.2 million in matching grants. This resulted in an amount of \$12.4million in capital injected in 52SMEs.This led to 12,378 jobs additional jobs created and the partner SMEs receiving 10,521 hours of training to improve their employees' skills.
Increased access to capital, where appropriate, through investments and partial guarantees	Improve access to capital by restructuring existing loans to businesses damaged in the earthquake and extending new loans to support MSME growth and expansion.	Catalyze financing facilities to restructure existing business loans and extend new loans, either directly or through guarantees.	* Increase financing made available to MSMEs through USG-supported interventions and institutions from a baseline total of \$4.05M to \$11M in June 2012;  * Facilitate 5 million transactions through mobile money systems developed with USG support in previous 6 months.  * Enable increased housing finance (see also Pillar A)	* \$17.51M was made available to MSME's through USG-supported interventions and institutions.  * Over 5 million transactions were made through mobile money systems that were developed with USG support.  * Two housing finance DCA's were in progress and a \$6 million agreement between OPIC and USAID was finalized for a \$26 million housing facility as of October 1.	Contribute to the business expansion and substantial job creation across MSMEs in targeted sectors across USG development corridors.	* Increase financing made available to MSMEs through USG-supported interventions through our Development Credit Authority (DCA) and other facilities from a baseline total of \$4.05M to \$60M in June 2015;  * Facilitate 10M transactions through mobile money systems developed with USG support in previous 6 months.	No update	As of September 30, 2016, DCA guarantee active agreements totaled \$42 million with a total utilization amount of \$20million for 400 loans to SMEs. The OPIC/DIG Liquidity Facility reports, as Sept 30, 2016, an \$17 million credit facility to two financial institutions to finance housing and business loans to SMEs. \$1.5 million has been disbursed to SMEs under these facilities.
PILLAR C: Health and Other Basic Services								
Priority 3: Health								
Develop comprehensive referral networks (150-250K people per network) at the communal and departmental levels within the USG development corridors	Investment in all aspects of the network - including facilities, equipment, training, supplies, and human resources including community health workers.	The USG will have invested in three communal health networks, consisting of six to eight community clinics and one communal reference hospital, will be fully equipped, staffed, and operational.	* Invest in at least three communal health networks;  * Referral networks will be fully-equipped, staffed, and operational according to MOH norms and policies.	The USG identified all 12 communal health networks for investment. Infrastructure upgrades were underway as was the new service delivery awards and the capacity building project, "Sustainable Leadership Management and Governance."	All 12 communal reference networks within the US development corridors will be fully equipped, staffed, and operational delivering a wide range of primary and secondary health services	No change.	In order to ensure investments in infrastructure, equipment, and staffing are sustainable, the USG will continue to develop 9 referral networks in a limited capacity and focus resources to fully staff and equip 3 targeted referral networks.	We have fully staffed three referral networks. We've made available communication tools/protocols and they are being used by health providers to facilitate patient referrals, as well as counter-referrals. We will fully staff six additional referral networks for a total of nine functioning referral networks by September 2017.
Support the delivery of a "basic package" of services and targeted infectious disease prevention and management outside the US development corridors	Support the delivery of a "basic package" of services, targeted interventions for infectious disease to address gender-based violence and child protection.	For epidemiological, sustainability and humanitarian reasons, USG will continue to make a "core" set of investments in service outside of the development corridors. The USG will support the MOH-agreed "basic package" of services as well as targeted interventions for infectious disease (e.g. HIV, malaria, Lymphatic filariasis, cholera) as well as interventions to address gender-based violence and child protection.	* Provide a "better basic" package of health services throughout the country including new vaccines, a scale up of ART and PMTCT programs, cholera prevention and response, and support Lymphatic Filariasis elimination.  * Support a package of "additional" health services in the USG development corridors including emergency obstetric care and nutritional interventions.	* USG has started providing a "better basic" package of health services throughout the country including new vaccines (pentavalent), a scale up of ART and PMTCT programs, cholera prevention and response, and supporting Lymphatic Filariasis elimination.  * USG has not yet started supporting a package of "additional" health services in the USG development corridors including emergency obstetric care and nutritional interventions. These new services are in development and procurement.	For epidemiological, sustainability and humanitarian reasons, USG will continue to make a "core" set of investments in service outside of the development corridors. The USG will support MOH agreed "basic package" of services as well as targeted interventions for infectious disease (e.g. HIV, malaria, Lymphatic filariasis, cholera) as well as interventions to address gender-based violence and child protection.	* All USG service delivery programs will have a transition plan to either the Global Fund, GAVI, or the GOH.  * Significant reductions in pediatric HIV prevalence, TB incidence, % of underweight children, maternal mortality, and cholera fatalities.  * Significant increase in contraceptive usage and percent of children vaccinated.	To plan for transition of programming, the USG signed the Partnership Framework (PF) with the GOH in 2012. The PF reaffirms the commitment by USG to support the GOH in coordinating, overseeing and eventually absorbing health sector activities now so often provided through development partner support. The 2012 Demographic and Health Survey (DHS) indicated that since the 2006 DHS, modern contraceptive prevalence increased from 25 to 31 percent, the percentage of under-weight children declined from 22.2 to 11.4 percent, vaccination coverage has increased from 41 to 45 percent nationally but in the areas supported by the USG, 95 percent of children were vaccinated. The incidence of cholera has been reduced by over 50% since the outbreak in 2010. The newly awarded service delivery project will continue to target the areas mentioned above and will focus on reducing maternal mortality and pediatric HIV and TB incidence, among other USG priority areas.	The USG is making a multi-pronged effort to build the Ministry of Health's capacity to provide leadership in managing the country's health care systems and services. USAID capacity-building assistance is helping the MOH to improve data collection and usage, upgrade internal management systems, manage diverse funding sources, and improve its ability to attract, train and retain professional health workers, and improve internal governance, transparency and accountability. USAID increased its support to MOH in the fight against both vector-borne and water-borne diseases. Part of the Agency's investments in maternal and child health were focused on community mobilization activities to prevent and detect Zika. This was done by involving community leaders, increasing the number of mobile clinics that provide family planning services, and working on behavior change and awareness. Mosquitoes repellents were distributed to pregnant women and community health workers conducted outreach activities to help educate families about Zika prevention measures, such as eliminating standing water around households. The Agency also made major investments in the area of Cholera prevention through home water treatment products to ensure that families have access to clean and potable water. We also carried out behavior change campaigns on sanitation and hygiene practices that would help prevent disease transmission.
Establish disability care to support GOH and civil society capacity to provide care and rehabilitation services for people with disabilities	Establishment of service centers to provide surgical interventions, mobility aids, physical rehabilitation, psychosocial and social service support, and vocational programs for persons with disabilities. Provision of technical assistance to the MOH, Social Affairs and organizations of disabled people to build capacity in developing clear standards, furthering rights and opportunities, and the enforcement of building codes for accessibility to persons with disabilities.	USG assistance will have helped to establish guidelines, standards and accreditation processes that strengthen the GOH's capacity to establish and monitor care and rehabilitation services and to integrate people with disabilities. Thirty technicians will have been trained to provide care for persons with disabilities and one spinal cord injury center will be functioning according to international standards for quality of care.	No change.	* The two largest disabled persons networks have prepared an agreement to work jointly on a national strategy.  * Advocacy and strengthening of the legal framework efforts are underway with information sessions available to disabled people's organizations, journalists, and local government officials. At USG urging, the Prime Minister mentioned people with disabilities in his Declaration on General Policy to Congress.  * Twenty-seven rehabilitation technicians and 32 technicians of prosthetics and orthotics have begun training.  * USG funding has supported St. Boniface spinal cord injury center, which has increased the number of patients seen from 24 to 54 in November 2011.  * Four service centers have been identified and two of the four have confirmed their participation.	Between 4 and 6 service centers and referral systems will be established or strengthened to provide medical, therapeutic, psycho-social, vocational, and/or independent living services. Disability care will need to be a long-term investment for Haiti, as Haitians disabled in the earthquake will need to be refitted for new prosthetics as they grow and age. The USG will focus its investments in infrastructure and training for local technicians.	No change.	Four service centers have been identified to date: Justinien and Milot Hospitals in the North Department; State University and Mirapape Hospitals in Port-au-Prince and the West Department. Activities are ongoing in the State University, Justinien, and Milot Hospitals. The Fondere Medical Center in Duanamithe is providing rehabilitation services. Approximately 20 patients received corrective surgery at the State University Hospital, as well as at Justinien. Community Based Organizations have been identified to garner community support and refer patients to the service centers. Training curriculum has been developed and training has begun for 27 rehabilitation technicians and 32 prosthetics and orthotics technicians. Handicap International is increasing the required training period for rehabilitation technicians from 11 months to two years in order to receive accreditation. Working groups are being formed to develop standards for the Prosthetics and Orthotics profession. Christian Blind Mission International (CBMI) has convened the two largest umbrella networks of DPOs and prepared a formal agreement to work together on a single national strategy to increase public awareness of the rights and needs of people with disabilities, and to strengthen DPOs. CBMI set up a coordination committee to analyze requests for proposal from DPOs to strengthen their capacity. Ten DPOs will each receive \$50,000 to build their capacity. The Organization of American States is providing technical assistance to the Ministries of Health and Social Affairs to build capacity in standard setting, accreditation, oversight, and coordination of rehabilitation and reintegration programs.	Through the spinal cord injury program implemented by St Boniface Hospital in Fonds des Blancs, 149 patients benefitted from clinical and rehabilitation care of which, 114 remain active in the program. Handicap International has reached 204 children with disabilities through awareness sessions on prevention of HIV, violence and abuse. Fifty one (51) teachers , supervisors , medical and educational staff including IBESR (Institut du Bien être Social et de la Recherche) staff were sensitized through training modules on non-discrimination, protection , detection and care for orphans and vulnerable children including disabled children in the context of HIV. Service Chretien trained 246 people (religious leaders, local authorities , members of civil society ) on reintegration of people with disabilities. Twelve DPOs were trained to ensure people with disabilities know their rights as based on the Haitian Constitution, laws and the UN Convention.

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Increase support to the Ministry of Health in strengthening systems and governance	Strengthen MOH systems for information management, disease surveillance, laboratory testing, procurement, maintenance of health supply chain, management of services, and budgeting; assess opportunities to use technology to improve health system performance; improve and expand the capacity of the existing health workforce; recruit and retain health workers; and develop health financing mechanisms.	USG assistance will result in: * An integrated budget compiled and approved by GOH for the entire health system including its own funds and funds contributed by donors; * The identification and development of plans for appropriate reforms of the MOH structure and processes; * Four departmental warehouses functioning for stocking, managing, and distributing essential drugs and commodities; and * A plan for an appropriate mix of health professionals to be trained and deployed in adequate numbers nationwide.	* Complete national health accounts assessment including MOH and donor health funds; * Support the GOH in developing MOH reform plans; * GOH development of a costed strategic plan for unified and comprehensive platform for data management * Develop a costed plan with the GOH to deliver a "unified national supply chain and active distribution strategy" (i.e., joint warehouses sending a single truck with essential medicine and supplies to health facilities at the same time) * GOH assessment for an appropriate mix of health professionals to be trained and deployed in adequate numbers nationwide.	* National health accounts assessment completed using MOH and donor health funds; next phase will include out of pocket household expenditure and private health insurance. * MOH reform plans developed; "L'Or Organique" for new organizational structure sent to the Prime Minister to be presented to Parliament. * USG contract to help GOH develop unified and comprehensive platform for data management in procurement and was then awarded in early 2013. * USG funded studies on supply chain network optimization and warehouse design. * GOH completed an assessment of what health professionals exist and ensured everyone on the public payroll has a job description more than "employee".	A Governance Unit will be established and functioning effectively, strengthening the MOH's ability to govern, manage and supervise the entire health system. Its roles will include planning, coordination and management of all external assistance. The USG will support the establishment of a consolidated, single health management information system functioning under the direction, management and supervision of the MOH.	* MOH exercises primary oversight of health service delivery by providing additional USG service delivery through a GOH entity; * Unified national supply chain and active distribution strategy with a focus on pilot departments and the development corridors; * Unified and comprehensive platform for data management; * Integrated MOH budget with GOH and donor funds; and * A health workforce better aligned to needs.	The new service delivery project introduces the MOH to results-based financing, enabling accountable MOH governance of future projects. The USG is also providing technical assistance to strengthen the MOH contracting function to ensure the effective implementation of the results-based financing model. * Progress continues towards a unified national supply chain through technical assistance and infrastructure support. This year, USG support contributed to the elimination of the backlog of drugs to be registered and imported. * To improve health data, the USG is supporting a comprehensive information system in the health sector. * USAID has supported the first data quality assessment of the information system used to monitor Haiti's human resources for health leading to the availability of up-to-date, accurate information that can be used to identify where HRH gaps are so that evidence-based retention and redistribution policies can be developed to address these issues.	USAID has started the Results-based Financing (RBF) and now has contracts in place with 30 health facilities. Results Based Financing is a national strategy of the MOH supported by USAID and the World Bank that will link program results directly to incentive payments to health facilities, with the goal to enhance facility performance and improve health outcomes. RBF incentive payments will provide additional budgetary resources to individual facilities that achieve pre-approved performance targets developed by World Bank and USAID in collaboration with, and approved by, the MOH. A proportion of these payments will go directly to staff to incentivize high performance. The remainder will be used for facility improvements including new equipment and renovations. USAID has taken specific steps to put in place the oversight necessary to ensure that the funding provided to the MOH for the RBF initiative is used as intended. Achievement of performance targets will be verified by two local firms that will serve as independent verification entities. Through this process, USAID will engage external technical assistance to check that all calculations and assessments of performance are being done correctly. With the support of the Health Finance and Governance project, the MOH developed the Human Resource Performance Management System and institutionalized civil service reform. In addition, USAID has assisted the Mirebalais Hospital, Saint Damien Hospital and Sacre Coeur Hospital of Milot (HSCM) in making gains toward complete census studies and business plans. With support from USAID, the GOH implemented the first National Health Account allowing for a centralized collection and analysis of health data. With USAID support, the MOH launched the "Essential Package of Services" which establishes standardized national requirements for the primary and secondary levels of health care. USAID will continue to provide leadership, management, and governance support to the MOH and the three national health programs under its direction (Programme National de Lutte contre le SIDA (PNLS), Programme National de Lutte contre la Tuberculose (PNLT), Programme National de Lutte contre la Malaria). USAID has assisted the MOH in procuring necessary equipment for about 80 health care facilities and worked with the staff to build their capacity to manage and use the equipment properly. In April 2015, in the context of reinforcing the national supply chain system, the Supply Chain Management System (SCMS) project has outsourced its distribution activities to three local Haitian private sector organizations ("third party logistics" or 3PL). Through this initiative, the 3PL ensures that about 286 sites receive, on a bi-weekly basis, 183 different types of ARV, OI, lab products and 7 different types of family planning products. 87 of those sites are located in the Metropolitan Zone and 199 are in the provinces. In addition, through that initiative the 3PL entities benefited from technical assistance on international standards for health commodity supply chain management from SCMS and Capacity Development activities from J20 to strengthen their ability to partner directly with the MOH and/or its donor partners in the short- to medium-term. An evaluation of the four initial distribution sessions performed by the 3PL during a nine-month period indicated an improvement of their technical capacity and some significant cost savings estimated at 40% of the distribution costs under the previous project.
Rebuild and reform management of public health infrastructure	Renovate earthquake-damaged structures in the PAP metropolitan area as well as filling critical facility gaps within communal referral networks in the development corridors.	USG will identify networks of health clinics in at least 2-3 health networks to support as pilot projects	No change.	* Renovations in some health clinics are complete and continue in others within 7 referral networks: Cabaret, Ouanaminthe, Caracol, Cap-Haitien, Quartier Morin, St Marc and Martissant. New facilities are being designed in 2 networks: St Michel de l'Atlataye and Fort Liberté. * Renovations of the State University Hospital were begun, with the full reconstruction scheduled for completion in December 2015. * Plans for construction of the National Blood Bank and the National Campus for Health Sciences were in the design phase.	* Support to 9-12 health networks * The State University Hospital, the Blood Bank and the National Health Science Campus will be reconstructed and fully operational, with clearly defined responsibility for maintenance and ongoing operational costs. * Renovations of the State University Hospital were begun, with the full reconstruction scheduled for completion in December 2015. * Plans for construction of the National Blood Bank and the National Campus for Health Sciences were in the design phase.	No change. * Several infrastructure projects have been completed including the renovation of the maternity and emergency wards at the State University Hospital, health centers at St. Michel d'Atlataye, electrifying new offices for MOH, and procurement of generators capable of providing power. The USG has also initiated design work and solicitation of construction contracts for the National Campus of Health Sciences and the National Blood Bank.	Pediatrics ward of Justine hospital construction is underway and expected to be completed by March 2017. The construction contract was awarded for the State University Teaching Hospital, construction work underway and expected to be completed by the first quarter of 2018. Work on the National Campus of Health Sciences is in finishing phase and all work are expected to be completed by November 2016. Under small renovations IDIG, a total of 12 health facilities and schools have been renovated to provide better health care and universal access for disabled people.	
Priority 2: Education and Youth-Focused Services								
Improve the GOH's capacity to plan, coordinate, regulate, and deliver quality education services.	Build GOH capacity and establish standards in the areas of school licensing and in-service teacher training, including through technical assistance to the MOE	* The USG will have helped to staff and equip offices in the MOE managing basic community-based education, standards, licensing, and teacher training. * Draft standards will be identified, and the physical structure of a licensing system will be in place.	The program was aligned to USAID's global initiative to improve early grade reading outcomes. USAID/Haiti's education program will support activities beyond early grade reading that fall under the first two objectives of the education program as it was envisioned in the USG strategy, but in more targeted ways. Activities to fall under the first objective include the development of standards for reading. In phase 1, schools will be selected for an Early Grade Reading Assessment (EGRA) and for the Snapshot of School Management Effectiveness (SME). Phase 1 will also include capacity mapping in the corridors, analysis and testing of reading materials and redesign for grades 1-3, training of teachers and supervisors in the reading instructional approach, and the design and testing of parent and community participation strategies for the improvement of learning outcomes. Other activities include training for teachers and supervisors in the most up-to-date instructional methods that will be tested in phase 1. Mentoring and coaching will be key to the success of the reading program. An EGR curriculum and standards will be developed and teacher/supervisors trained to implement them. Teachers and supervisors will also be involved in the development and evaluation of instructional materials.	USG support to the GOH will put the MOE in the position to govern the over-arching non-public school system, potentially through its conversion into a charter system.	Provide technical assistance to build the capacity of MENP to foster public-private partnerships and to assist in the licensing and accreditation of schools.	Goal is being accomplished through ongoing assistance at the MENP.	The early grade reading program has been restructured for implementation through a combination of two new early grade reading activities utilizing a GDA and a PIDO grant. Through the new activities, USG will assist MENP in its in-service and pre-service training for educational personnel, as well as instructional material development.	
Facilitate public private partnerships to support efforts for assistance for education and youth-focused projects	To create connections for private entities interested in working in or through the public sector in the areas of education and youth-focused projects	* A USAID Private Sector Development Unit will be operational with a website and a fully developed toolkit for interested private philanthropists. * An MOE Private Sector Development Unit will be operational with trained multi-lingual staff.		USG will facilitate and provide matching funds to qualified public-private proposals for education development and child protection services.	Provide more than 28,000 children and 900 teachers with in-service training and 300 teachers with pre-service training for literacy instruction.	The programming has met the goal of reaching 28,000 children and 900 teachers with improved curricula.	GDA was established with W.K.Kellogg Foundation and the other donor for an early grade reading activity to be implemented by the University of Notre Dame	
Increase provision of construction efforts to non-formal basic education for out-of-school youth in targeted communities within the development corridors.	Build on post-disaster classroom construction efforts to non-formal basic education for out-of-school youth	* Out-of-school youth will obtain basic numeracy and literacy skills, and be placed in minimum-wage paying jobs, such as construction.	Subsequent to the strategy, the program was realigned to USAID's global initiative to improve early grade reading outcomes. On August 2, 2012, USAID/Haiti awarded an education project that will develop innovative, evidence-based reading curricula that meet international standards for best practice literacy instruction and address Haitian children's unique educational needs. The project will also develop and implement innovative and relevant teacher training opportunities and community literacy activities. The program will reach more than 28,000 young children, 900 teachers, and numerous community members in USG development corridors. Additionally, the education program will support activities beyond early grade reading that fall under the first two objectives of the education component in the USG strategy, but in more targeted ways. Activities to fall under the first objective include the development of standards for reading and school management and teacher training. In phase 1 of the two-year project, schools will be selected for an Early Grade Reading Assessment (EGRA) and for the Snapshot of School Management Effectiveness (SME). Phase 1 will also include capacity mapping in the corridors, analysis and testing of reading materials and redesign for grades 1-3, and the design and testing of parent and community participation strategies for the improvement of learning outcomes.	Objective 3 as envisioned in the USG Strategy is not being implemented under the Education program. Workforce development activities will be funded within Pillar B: Economic Security.				
PILLAR D: Governance and Rule of Law								
Priority 1: Governance								
Support Credible Electoral and Legislative Processes	* Provide long-term technical assistance to electoral institutions, and build capacity for civic education and electoral observation; * Provide support to Parliament to represent constituent interests, oversee GOH reconstruction efforts, and draft and enact reform legislation.	Haiti will have held a credible election process in 2010/2011 that yields a legitimately elected president and parliament; Haiti's Electoral Council increases its capacity and reduces its reliance on outside support	* Support credible election processes that adhere to constitutionally-mandated electoral cycles. * Assist GOH to establish functioning Electoral Council. * Assist Parliament to strengthen internal procedures, build legislative capacity of members and staff and communicate more effectively with citizens. * Target communities will be identified and will begin to receive school meals, school supplies, and complementary health and nutrition services.	* GOH undertakes electoral and constitutional reforms; * GOH adheres to constitutionally-mandated election cycles; * GOH assumes greater management of the electoral process, puts in place an electoral inventory system, and reduces reliance on outside donors during electoral process; * Increase in the percentage of reform legislation introduced by the parliament and acted upon. * Increased level of ongoing dialogue with citizens maintained; * Increased % of reform legislation passed.	* Permanent electoral council operational and able to execute elections with minimal international assistance; * Electoral results returned faster and more accurately; * Greater % of elections expenses funded by GOH; * Parliament capable of operating transparently, according to set procedures and within budgetary limits; * Increased level of ongoing dialogue with citizens maintained; * Increased % of reform legislation passed.	* An elections council is in place and has taken significant steps in preparing for elections, but none have been held since 2011 due to foot-dragging and wrangling between branches of the GOH. * No updates on elections results-reporting (see above), but USG programs to support local observers and encourage women's participation have increased the chances that results will be upheld once the elections take place. * The GOH has committed \$14 million to organizing elections (the USG has committed \$10 million), compared to \$7.6 million of GOH money spent in the last election. * Parliament's ability to operate transparently has been enhanced by USAID technical assistance, electronic recording and production equipment, and upgrades to its information technology system. Its ability to follow procedure and operate within a budget are less clear as the current leadership's political will for reform is uncertain and the election stand-off has been allowed to block passage of the 2014 budget. * Parliament carried out 45 oversight actions such as the holding of the hearings and the interpellation of Ministers over the course of FY 2012-13, exceeding the targets set for the USAID program. It also held 15 public forums for public interaction in FY 2013, in line with program expectations. * Parliament has made significant legislative progress, including the passage of key laws on adoption, anti-money laundering, and anti-corruption that bring Haiti into conformity with international norms.	Haitian elections have been historically flawed, marked by violence, fraud, low voter turnout and the rejection of results by candidates. During this period, the political impasse between President Michel Martelly and the legislature continued after allegations of "massive fraud" in the October 2015 presidential and legislative run-off elections by some civic groups and opposition candidates. Run-off presidential elections initially slated for December 27, 2015 were cancelled and rescheduled by presidential decree, first to January 7 and later to January 24, 2016. After weeks of public protests and damage to local election offices, on January 22, the CEP formally announced that the January 24 elections were postponed indefinitely due to security concerns. On March 29, 2016 nine new members of the CEP were sworn into office. Elections were postponed again until November 20, 2016 and January 29, 2017. The CEP's partners are working to achieve the following objectives: Objective 1 (CEPPS/HFES): Civil society is empowered to participate more effectively in the political and electoral process. Objective 2 (CEPPS/NDI): The capacity of Haitian monitoring groups to provide credible electoral oversight is strengthened. Objective 3 (CEPPS/NDI): Civic organizations, including community-based organizations, and political parties work to mitigate the risk of electoral violence in the political process and strengthen the ability of significant Haitian political parties and candidates to participate more effectively in the electoral process. Objective 4 (CEPPS/HFES): Haitian efforts to effectively to implement the 30 percent quota are strengthened. Objective 5 (CEPPS/HFES): The effort to respond to and mitigate violence against women in elections (VAMWE) is strengthened through increased capacity and coordination among civic society organizations. Results include: Over 36,046 voter and civic education materials disseminated; 814 and local organizations held 241 booth a image sessions, reaching approximately 4,800 people; EKS held 676 meetings with local candidates and collected their concerns about the electoral process which served as documentation for the CEP; Broadcasted of 6,446 radio spots (713 spots in Port au Prince and 5,733spots in the provinces). The recruitment of 2 persons with disabilities to work in the CEP's call center. 207 people across three departments participated in OGD electoral reform sessions, providing valuable feedback on ways to improve the Haitian electoral process; 556 party poll watchers (104 women) were trained to monitor election-day proceedings. The majority of these poll watchers were trained on behalf of the six remaining women candidates in the legislative race. Four Senate candidates participated in CEPPS/NDI debates and candidate forums in the North, Center, and Grand-Anse departments with 232 (33 women) in attendance. Five target parties drafted action plans to improve the inclusion of women members in party leadership and committees. 788 citizens (696 women) attended dialogues held in six communes in celebration of International Women's Day.	
Strengthen Public Administration and Financial Accountability	* Provide technical assistance, staff, training and capacity building to key GOH institutions; * Enhanced budget and accounting procedures within five key GOH agencies and ministries; * Create a Fellows Program to contribute to transparent, effective public administration in key GOH Ministries.	* Participate in a multi-donor civil service reform program and spur reforms in key ministries; * Enhanced budget and accounting procedures within five key GOH agencies and ministries; * Create a Fellows Program to contribute to transparent, effective public administration in key GOH Ministries.	<b>Note: USG funding for civil service reform was re-directed to other priority activities. As such this strategy objective has been changed.</b> * Promote GOH accountability by increasing the % of USG-supported anti-corruption measures implemented from a 2009 baseline total of 3 to a June 2012 goal of 24. * Rebuild damaged financial management infrastructure and re-connect key GOH offices.	* As of June 2012, the GOH implemented 24 anti-corruption measures as a result of USG programming. * Temporary/rehabilitated facilities and qualified senior level staff provided to Presidency, Prime Minister's Office and several line ministries to enable key GOH institutions to resume functioning. Integrated Financial Management System infrastructure re-built with 34 GOH projects now connected. Capacity of system will be strengthened and extended to additional offices during remainder of strategy period. * Support improvements in Haiti's ranking in international indicators such as the World Bank Government Effectiveness Scores and Transparency International's Corruption Perception Index.	* Financial Management Systems functioning across 41 GOH entities and expanding to regional and municipal levels, with at least 50% of GOH revenues and expenditures tracked by the system. * Improvement in World Bank Effectiveness and Transparency International Corruption Perception Index scores. * GOH financial management systems meet USG direct funding qualifications. * Targeted GOH institutions demonstrate improved capacity to plan, strategic and measure results of operations. * Information-based tax administration increases domestic tax revenue by 3% of GDP. * Support efforts to raise the low revenue productivity of the tax system by procurement of an integrated tax administration IT system, promotion of voluntary compliance, and improved capability in taxpayer audit. * Support the development of strengthened budget process and Treasury Single Account. * Assist in developing legal and regulatory framework for effective insurance sector oversight. * Improve MEF's ability to manage its cash and debt issuance needs.	* Financial Management Systems functioning across 41 GOH entities and expanding to regional and municipal levels, with at least 50% of GOH revenues and expenditures tracked by the system. * Improvement in World Bank Effectiveness and Transparency International Corruption Perception Index scores. * GOH financial management systems meet USG direct funding qualifications. * Targeted GOH institutions demonstrate improved capacity to plan, strategic and measure results of operations. * Information-based tax administration increases domestic tax revenue by 3% of GDP. * Support efforts to raise the low revenue productivity of the tax system by procurement of an integrated tax administration IT system, promotion of voluntary compliance, and improved capability in taxpayer audit. * Support the development of strengthened budget process and Treasury Single Account. * Assist in developing legal and regulatory framework for effective insurance sector oversight. * Improve MEF's ability to manage its cash and debt issuance needs.	Achievements during FY 2016 include: IFMS Project installed data exchange software on servers and delivered IT hardware to 13 GOH institutions that are participating in a program for electronic data exchanges (UXP) between government ministries and offices; The project began configuration and testing at the participating institutions; the Project designed and constructed a UXP web portal and began training of GOH IT directors and staff who will serve as UXP administrators at their institutions. IFMS Project received network communications hardware and software for the first group of 15 IFMS network sites; the Project conducted a survey of the 15 sites to assess repairs needed for the communication tower, grounding, and related infrastructure. The Project began renovations of the MEF Network Operating Center (NOC) server room facility. The Project initiated procurement of hardware and software for upgrade of the OMNH's automated human resource system to provide linkage to the GOH payroll system and controls to reduce unnecessary payroll costs and initiated procurement for business intelligence solutions for MEF. USAID is supporting the GOH with needed expertise and agencies under the KONKITE (KONesans e Kompetans Tèkni) project with the Office de Management et des Ressources Humaines (OMRH) to improve government human resources management. Now 14 experts are currently placed (of which 8 since January 2016) at BSE/PH, MANDOK/NSA, MENPP, and OMRH KONKITE program achievements in FY 2016 through the Prime Minister's Office of Management and Human Resources, to strengthen the state reform efforts including civil service reforms included: nomination of Two KONKITE Technical Advisors as Civil Servants within the government of Haiti in their respective positions at the OMRH as part of an institutional strengthening plan for the OMRH. The project also developed an electronic system Système Inter-ministériel de Gestion des Ressources Humaines (SIGRH) to help the OMRH keep track of all government employees and their movements within Civil Service, a recruitment guide for the government of Haiti to ensure the transparent recruitment of highly-qualified civil servants; a recruitment platform for the GOH, Portal de l'emploi, the installation of a finger print kit & attendance system at the OMRH. It also contributed to the management of Haiti with a legal framework to guide actions related to the training and continuing education of civil servants and HR management tools which to improve institutional performance and establish transparency in HR recruitment and management processes.	
Improving Local Government Governance Capacity	* Provide technical assistance to support local government planning, budgeting and management capacity. * Develop synergies between existing long-term USAID local government programs and community stabilization projects implemented by USAID/OTI.	* Improve quality of local service delivery as measured by citizen satisfaction; * Provide technical assistance to local GOH officials to implement decentralization plan.	* Increase the number of sub national government entities increasing own-source revenue as a result of USG assistance from a 2011 baseline of 1 to June 2012 goal of 3 (St. Marc, Cabaret and Carrefour). * Increase number of municipalities that have engaged in participatory municipal planning/budgeting exercises with USG support.	* As a result of USG local governance programming, as of June 2012 two sub-national GOH entities were able to significantly increase own-source revenue: St. Marc and Carrefour. In Carrefour, local revenue collection increased 475% in 2012. The new local governance strengthening program was in procurement and was subsequently awarded in January 2013. * Three municipalities used locally generated revenues complemented by USG financial support to improve service delivery to citizens, including rehabilitation of marketplaces and improvements to streets and lighting.	* Support the increase in levels of citizen confidence in local GOH entities within the development corridors. * Support the development of growth poles outside of the capital, as well as decentralization reforms that result in an increased tax base which enables the provision of improved citizen services. * Local GOH entities demonstrate improved disaster reduction planning.	* Increased levels of citizen confidence in local government within the development corridors. * Emergence of capable local governments that sustainably collect increased tax revenue and re-invest those funds in citizen prioritized public services. * Local governments demonstrate improved disaster planning. * Legislative framework for decentralization drafted, passed and implementation begun.	The 50th Parliament elected a provisional president in February 2016, but then failed to enact any substantive legislation. Elected mayors were sworn into office during May and June 2016, but this was seven months after the October 2015 municipal elections, which themselves took place three years after USAID originally assumed. Continuing inflation, ongoing contraction of the economy, and the devaluation of the gourde have all impacted Haiti's purchasing power, contributing to a current account that is \$245 million in deficit and reducing central government revenue to the extent that during all of FY 2016 no significant financial support for the central government. The project's nine communes, only Delmas and Limonade have been able to fully implement PFC projects. None of the communes has received "significant financial support from the central government." Under the LOKAL (L'Injye ak Gazmanasyon pou Kolèktivite yo Ale Lwè) project USAID is strengthening the capability of municipal governments to better provide services by consulting citizens, planning strategically, budgeting realistically, managing finances transparently. In the nine target municipalities of Delmas, Cap-Haitien, Ouanaminthe, Saint-Marc, Limonade, Caracol, Kenscoff, Kenscoff, and Acul du Nord, a total of \$2,869,806 in local taxes was collected in Jan-May 2016 (of which \$1,247,059 was from Delmas). The 50th Parliament elected a provisional president in February 2016, but this was seven months after the October 2015 municipal elections, which themselves took place three years after USAID originally assumed. Continuing inflation, ongoing contraction of the economy, and the devaluation of the gourde have all impacted Haiti's purchasing power, contributing to a current account that is \$245 million in deficit and reducing central government revenue to the extent that during all of FY 2016 no significant financial support for the communes has been forthcoming from Port-au-Prince, despite the large increases in tax revenue that LOKAL has helped its communes raise. Salaries of commune staff are often many months in arrears. Of the project's nine communes, only Delmas and Limonade have been able to fully implement PFC projects. None of the communes has received "significant financial support from the central government." However, LOKAL has helped the newly elected mayors to challenge their respective municipalities' tax and assistance that LOKAL offers and opened discussion with the newly-elected mayors about (1) strengthening internal controls and (2) raising revenue from new sources of taxes. Advanced sister city cooperation technical assistance from Fort Lauderdale to Cape-Haitien and Limonade commenced training communes in use of the budget function of CIVITAS software. Supported a joint forum on central government funding of Haiti's communes hosted by the MICT and OMRAH on May 24, and a series of visits to key line ministries to follow up on the forum. Finalized the "Commune Budget Guide" (which contains a chapter on CIVITAS), and upon validation by the MICT launched the printing of 500 copies for distribution to all 145 of Haiti's municipalities. Assisted communes to begin planning for the drafting of their FY 2017 budgets.	
								* Since FY 2011, USG-supported disaster simulation exercises took place in several departments and Port-au-Prince annually, reinforcing



USG Haiti Strategic Overview by Component								
Strategy Component	Strategy Objective	Original 18-month Goal	Revised 18-month Goal (as of June 2012)	18-month Outcome	Original 5-year Goal	Revised 5-year Goal (as of November 2012 unless otherwise indicated)	Status of 5-year Goal (as of September 30, 2016)	Status (as of September 30, 2016)
Priority 2: Rule of Law Strengthen judicial independence and operational capacity of the courts	<ul style="list-style-type: none"><li>* Support with other donors the rebuilding and supply of equipment to the Ministry of Justice and Public Security (MPS) and courts;</li><li>* Support the re-implementation of manual case registry systems;</li><li>* Support with other donors the development of civil registries and a national criminal database, and training to implement the system.</li></ul>	<ul style="list-style-type: none"><li>* Establish a manual case tracking system re-established in three target jurisdictions;</li><li>* Reduce pre-trial detention in targeted jurisdictions;</li><li>* Stand up the Superior Judicial Court (contingent upon appointment of a Supreme Court President, implementation of the 2007 laws);</li><li>* Superior Judicial Council issues a set of operating procedures and regulations, and begins to process disciplinary cases (contingent upon appointment of Supreme Court President).</li></ul>	<ul style="list-style-type: none"><li>* Reconstruct damaged case files from the Port-au-Prince Prosecutor's Office and Court of First Instance.</li><li>* Improve the delivery of legal services for individuals in pre-trial detention in targeted prisons, as measured by the number of people in pre-trial detention whose cases are advanced procedurally with USG assistance.</li><li>* Reduce the percentage of pre-trial detainees in targeted prisons.</li><li>* Superior Judicial Council established and begins operations.</li></ul>	<ul style="list-style-type: none"><li>* Over 20,000 case files from the PAP Prosecutor's Office and Court of First Instance were retrieved from the rubble, reconstructed, and filed with USG assistance. In addition, the USG supported GOH through the provision of USG rehabilitated buildings to house earthquake-damaged courts in Port-au-Prince. These courts included the Port-au-Prince trial and appellate courts, prosecutors' office, and the local bar association. Also included is USG assistance for the re-location of the Supreme Court to the School of Magistrates in Port-au-Prince.</li><li>* As of June 2012, 576 individuals in pre-trial detention in the Petionville Women's Prison (PWP) and National Penitentiary (NP) had cases advanced procedurally through the legal system as a result of USG assistance. An agreement with the GOH to hold hearings in the PWP and NP was also signed.</li><li>* As a result of USG-supported activities since October 2012, the rate of pre-trial detention in the Petionville Women's Prison has decreased by 20%.</li><li>* The Supreme Council of the Judiciary (CSJ) was established in 2012. USG assisted in vetting nominees and consulted on further technical and logistical support USG could provide to the institution to enable it to fully assume its role.</li></ul>	<ul style="list-style-type: none"><li>* Develop and implement civil and criminal database systems;</li><li>* Reduce mean and median rates of pre-trial detention by 30%;</li><li>* Rebuild Ministry of Justice and Public Security offices, and Haitian judicial system functions efficiently and independently over time.</li><li>* Train judges, prosecutors, defense attorneys, and other justice sector personnel on using the new criminal codes, once passed;</li><li>* Maintain and expand existing legal aid centers to new localities;</li><li>* Reduce the average number of days for a case to go to trial;</li><li>* Reduce pre-trial detention in targeted jurisdictions by 20%;</li><li>* Increase the number of land tenure cases resolved through the court system;</li><li>* Increased citizen confidence in the criminal and civil justice systems as measured by public opinion surveys.</li></ul>	<ul style="list-style-type: none"><li>* USAID supported the CSJ to finalize its internal rules and develop a work plan for FY 2014, completed upgrades to CSJ offices and provided materials. To improve access to justice, reduce case processing times, and improve judicial productivity, USAID provided technical assistance to 61 Peace Courts and five Courts of First Instance. USAID's support expanded cooperation to new jurisdictions in Cap-Haitien and Fort-Liberté, while continuing work in Port-au-Prince, Saint-Marc, and Croix-des-Bouquets. USAID continued to partner with bar associations to support free legal clinics serving traditionally underserved and marginalized populations. Finally, partnering with INL, USAID offered crime scene investigation training for Haitian magistrates and other judicial personnel.</li><li>* INL assistance enhanced oversight and professionalization of Haiti's justice sector through a grant program intended to support and bolster a Judicial Inspection Unit to ensure proper oversight of judges. Construction is underway to complete a partially-existing security wall around the Magistrate's School, Haiti's training facility for judges.</li><li>* INL awarded a grant to support the Judicial Inspection Unit (JIU) within the CSJ, which is responsible for overseeing judges and addressing their misconduct. The project is meant to increase the transparency, quality, and number of adjudicated cases in Haiti by holding judges accountable for their professional conduct, integrity, and quality of work. The grant period of performance is through June 15, 2015. INL grants the American Bar Association also continues a grant to provide cross training for justice sector actors on basic and specialized skills, including investigation techniques, pre-trial preparations and defending/prosecuting a suspect during trial, as well as specialized trainings on issues such as investigating and prosecuting perpetrators of transnational crimes, including drug trafficking, trafficking in persons, anti-corruption and money laundering, kidnapping, sexual and gender-based violence, criminal code reform, ethics and human rights.</li><li>* With technical support from USAID, final drafts of the new criminal procedure code and penal code were submitted to the Council of Ministers in 2012, but the Executive has delayed sending them to Parliament. INL has held a series of workshops and trainings to sensitize law students about the content of the proposed codes.</li><li>* In FY 2013, USAID promoted alternative means of conflict resolution by supporting a new mediation center in a historically volatile area of Martissant. The project has trained 27 mediators, who now work to resolve common quotidian types of conflict.</li><li>* With the support of Projustice, the average number of days for a case to go to trial has been reduced from one year to four months in three out of the five jurisdictions in which Projustice is working.</li><li>* Since October 2010, nearly 4,000 priority cases in illegal or prolonged pre-trial detention have been processed. Of these cases, some 1,200 were moved toward final disposition and nearly 1,050 detainees were released.</li><li>* Through the provision of technical assistance to judges and prosecutors, logistical support, and a prefabricated building that now serves as a Land Court in Saint-Marc, the Ministry of the Judiciary has greatly improved capacity to resolve land tenure cases through the court system.</li><li>* The recently-conducted Human Rights Baseline Survey revealed that, of those surveyed, 54 percent of victims of crime who reported the crime to the competent authority had their problem properly addressed; future surveys will examine whether there is an improvement in this perception. • An ongoing INL program provides cross-sector training to the police and justice sector actors on basic and specialized skills, including evidence collection, proper investigative techniques, reporting, case preparation, sexual- and gender-based violence, trafficking in persons, kidnapping, anti-corruption, and money laundering. INL has trained more than 2,259 justice sector actors since the earthquake.</li></ul>	Through an INL monitored grant, the American Bar Association works with the Judicial Inspection Unit (JIU) of the Superior Council of the Judiciary (CSJ). Specific training through the life of the grant targets JIU processes and methodology. The period of performance for the JIU grant was amended to continue through 3/31/17 and now includes support for the development of a strategic plan, procedures and methodologies for inspection, assistance in enforcing judicial fee scale, and establishing a pilot office. In addition, ABA grant continues to provide cross sector training to police and justice sector actors and will continue through 3/31/17. The ABA developed a pilot program to decrease the number of individuals detained beyond the 48-hour legal limit in a pilot police station. In 2016, this pilot "garde à vue" program decreased excessive detentions by 93% in the targeted station, and the implementers plan to expand this pilot program to additional police stations.	
Enhance the efficiency of the criminal justice system	<ul style="list-style-type: none"><li>* Support the implementation of reformed criminal and procedure codes, contingent upon meaningful GOH justice sector reform;</li><li>* Support citizen access to legal services through support for legal assistance centers for low-income and marginalized communities.</li></ul>	<ul style="list-style-type: none"><li>* New criminal and criminal procedure codes are completed and passed by the Parliament;</li><li>* Increase access to justice services for criminal detainees.</li></ul>	<ul style="list-style-type: none"><li>* Revised penal and criminal procedure codes are completed and passed by Parliament;</li><li>* Increased citizen access to legal services through legal assistance centers in targeted jurisdictions.</li></ul>	<ul style="list-style-type: none"><li>* Revised penal and criminal codes drafted with USG assistance and submitted to the Ministry of Justice. USG prepared to help facilitate the passage and support implementation of the codes, once passed.</li><li>* 4,308 individuals received free legal assistance through USG-supported legal aid centers in the slums of Cite Soleil and Martissant and through USG partnerships with Bar Associations in Croix-des-Bouquets and St. Marc.</li></ul>	<ul style="list-style-type: none"><li>* Train judges, prosecutors, defense attorneys, and other justice sector personnel on using the new codes;</li><li>* Maintain and expand existing legal aid centers to new localities;</li><li>* Reduce the average number of days for a case to go to trial;</li><li>* Reduce pre-trial detention in targeted jurisdictions;</li><li>* Increase citizen confidence in the criminal justice system as measured by public opinion surveys.</li></ul>	<ul style="list-style-type: none"><li>* In FY 2013, USAID promoted alternative means of conflict resolution by supporting a new mediation center in a historically volatile area of Martissant. The project has trained 27 mediators, who now work to resolve common quotidian types of conflict.</li><li>* With the support of Projustice, the average number of days for a case to go to trial has been reduced from one year to four months in three out of the five jurisdictions in which Projustice is working.</li><li>* Since October 2010, nearly 4,000 priority cases in illegal or prolonged pre-trial detention have been processed. Of these cases, some 1,200 were moved toward final disposition and nearly 1,050 detainees were released.</li><li>* Through the provision of technical assistance to judges and prosecutors, logistical support, and a prefabricated building that now serves as a Land Court in Saint-Marc, the Ministry of the Judiciary has greatly improved capacity to resolve land tenure cases through the court system.</li><li>* The recently-conducted Human Rights Baseline Survey revealed that, of those surveyed, 54 percent of victims of crime who reported the crime to the competent authority had their problem properly addressed; future surveys will examine whether there is an improvement in this perception. • An ongoing INL program provides cross-sector training to the police and justice sector actors on basic and specialized skills, including evidence collection, proper investigative techniques, reporting, case preparation, sexual- and gender-based violence, trafficking in persons, kidnapping, anti-corruption, and money laundering. INL has trained more than 2,259 justice sector actors since the earthquake.</li></ul>		
Enhance the efficiency of the civil justice system	<ul style="list-style-type: none"><li>* Support GOH to improve access to key civil justice services for most vulnerable populations;</li><li>* Support efforts to resolve land tenure disputes.</li></ul>	<ul style="list-style-type: none"><li>* Increased number of citizens served by justices of the Peace;</li><li>* Increased number of people resolving dispute through alternative dispute resolution (ADR) mechanisms.</li></ul>	<ul style="list-style-type: none"><li>* Increased number of citizens served by justices of the Peace;</li><li>* Increased number of people resolving dispute through ADR mechanisms</li></ul>	<ul style="list-style-type: none"><li>* 51 Justices of the Peace were trained in mediation and ADR in two judicial jurisdictions: St. Marc and Croix-des-Bouquets. 1329 community leaders were trained in ADR and mediation skills in Cite-Soleil and Martissant.</li></ul>	<ul style="list-style-type: none"><li>* Increased number of land tenure cases resolved through the court system;</li><li>* Increased citizen confidence in the civil justice system as measured by Americas Barometer surveys.</li></ul>			
Increase protection of human rights and vulnerable persons	<ul style="list-style-type: none"><li>* Partner with GOH and civil society organizations to provide for procedures and capacity to protect vulnerable populations and civil liberties.</li><li>* Support human rights training for GOH law enforcement and justice sector agencies and personnel.</li><li>* Support the development and implementation of human rights monitoring and tracking systems, assistance to victims of abuse, and reformed legal frameworks.</li><li>* Train and support the Haitian National Police's Minors Protection Brigade.</li><li>* Support mechanisms to report abuses and public information campaigns on prevention of violence against vulnerable populations.</li><li>* Support projects that strengthen GOH capacity to identify and respond to human trafficking.</li></ul>	<ul style="list-style-type: none"><li>* Establish a human rights tracking and reporting system at the GOH National Oversight/ombudsman office;</li><li>* Support an increase in the presence of the HNP's Minors Protections Brigade (BPM) in the Port-au-Prince region and major IDP camps outside the Port-au-Prince region;</li><li>* Establish a hotline system for reporting of abuses;</li><li>* Increase in the number of children who disclose recent violence against them and who are appropriately cared for increases;</li><li>* Increase in the report of cases involving child abuse and gender-based violence within and outside the IDP camps as does monitoring of the cases;</li><li>* Draft legislation considered by Haitian legislators and government officials.</li></ul>	No Changes	<ul style="list-style-type: none"><li>* Collective Action for Security against Exploitation (AKSE) - the USG's human rights program - was awarded in March 2012. Focus of the start-up period was to identify local CSO/CBO partners and assess their need for capacity building to prepare them to receive sub-awards for advocacy and service delivery activities.</li><li>* USG has provided emergency shelter to 196 trafficking victims in border area between Northeast Haiti and Dominican Republic. Two trafficking cases presented to courts in Northeast Department resulted in convictions. USG has developed a training program to strengthen Haiti's judicial capacity to address trafficking and provided direct assistance to 460 victims of trafficking to include family tracing, reunification, and reintegration. USG is reducing the flow of children from source communities into restavek slavery through the creation of three grassroots model communities. These communities have been largely successful in building consensus against the practice of restavek child slavery. Challenges include: limited capacity of GOH institutions in child protection; lack of effective enforcement measures/50% to respond to cases of human trafficking; difficulty in changing social norms regarding children in restavek servitude.</li><li>* Legal analysis conducted of draft anti-trafficking legislation. Multi-stakeholder Working Group formed with government and civil society members to strengthen the national child protection policy framework.</li><li>* With USG assistance to OAS, a national disabilities law was passed in March 2012.</li></ul>	<ul style="list-style-type: none"><li>* Mainstream standard operating procedures enabling human and civil rights protection across all relevant GOH institutions;</li><li>* Formalize in law structure and functioning of the Office of Citizen Protection so that it operates sustainably without external support.</li><li>* Reduce the number of children being sent from target areas to become restaveks and increase public awareness of the plight of restavek children and the number who are rescued.</li><li>* Increase capacity of law enforcement officials to investigate and prosecute human trafficking cases.</li><li>* Reduce the number of at risk children and youth who participate in organized crime.</li><li>* Increased citizen confidence in human rights institutions and protections as measured by Americas Barometer.</li><li>* Enable the Haitian National Police's Minors Protection Brigade to cover more than 50% of Haiti's population.</li><li>* Expand network of vulnerable population service providers that offer services in major development corridors of the country.</li><li>* GOH ratifies international protocols on trafficking and child protection and creates a framework for their practical implementation to reduce trafficking and protect vulnerable populations.</li></ul>	<ul style="list-style-type: none"><li>* Reduce the number of children being sent from target areas to become restaveks and increase public awareness of the plight of restavek children and the number who are rescued.</li><li>* Increase capacity of law enforcement officials to investigate and prosecute human trafficking cases.</li><li>* Reduce the number of at risk children and youth who participate in organized crime.</li><li>* Increased citizen confidence in human rights institutions and protections as measured by Americas Barometer.</li><li>* Enable the Haitian National Police's Minors Protection Brigade to cover more than 50% of Haiti's population.</li><li>* Expand network of vulnerable population service providers that offer services in major development corridors of the country.</li><li>* GOH ratifies international protocols on trafficking and child protection and creates a framework for their practical implementation to reduce trafficking and protect vulnerable populations.</li></ul>	<ul style="list-style-type: none"><li>* The USG has worked with Haitian and international organizations to provide assistance to child victims of trafficking in persons. In FY 2013, USAID funded project addressing the needs of Haiti's large population of vulnerable children, including a project to prevent childhood malnutrition and create a shelter for street youth in Cap-Haitien. • In FY 2013, the USG worked with GOH law enforcement officials through modules addressing gender-based violence (GBV) included in the USG's training program for HNP and judiciary personnel, and prioritization reduction of female police cadets in INL's HNP training programs and funded overseas training for ten female cadets. • Public trust in the Haitian National Police (HNP) registered a small but significant increase from 2010 to 2012 (Americas's Barometer). From 51.5% to 55.2%. Thirty-eight HNP officers graduated from Community Policing pilot training, instructed by NYPD mentors, and the HNP community policing unit has grown to more than 80 officers. This technique has enabled the HNP to form better relations with local communities. • The USG improved the quality and responsiveness of the GOH to women and children at risk of violence through the provision of technical assistance to judges and prosecutors, logistical support, and a prefabricated building that now serves as a Land Court in Saint-Marc, the Ministry of the Judiciary has greatly improved capacity to resolve land tenure cases through the court system.</li><li>* USAID funded programs to build the Ministry of Women's Affairs' capacity to prevent GBV and assist victims and also signed grants with organizations in four departments supporting women's rights; and public messaging on GBV reached thousands of Haitians. In FY 2013 through a project which supported referrals for victims of GBV and women for reproductive health services, vocational training, and legal assistance. • HNP Minors Protection Brigade - AKSE is currently supporting the MPB to assess its capacity in the border areas, and will be conducting a similar assessment. Followed by a capacity building plan. In 42 communes throughout the country. • In August 2014, the GOH enacted Haiti's first legislation specifically outlawing trafficking in persons. The Department of State trained judicial personnel on trafficking issues and provided technical expertise to the parliamentary staff drafting the law. • The disability law passed in 2012 caused the GOH to evaluate and close orphanages not meeting minimum care standards; a compilation of laws related to protection of minors was published; and a hotline to report abuse or trafficking of minors was created. • INL funded the participation of two HNP curriculum developers in the International Police and Education and Training Program (IPET) on Improving Police Responses to Crimes Against Marginalized Groups. Working with the International Association of Chiefs of Police, mentors from Washington, DC Metro Police and Miami Beach Police Department, the HNP developed a new training curriculum to raise awareness among cadets about the Lesbian, Gay, Bisexual, and Transgender community and protection of human rights. The HNP delivered the training module to approximately 1000 recruits at the police academy. The new curriculum will be incorporated into basic training for future classes. • INL assistance supported an embedded mentor in the HNP's Women's Affairs department on combatting gender-based violence.</li></ul>	As of September 31, 2016, over five hundred (500) HNP officers were trained on countering violence against women. In 2015 the HNP integrated LGBT training into the curriculum for entry level cadets at the police school. Fourteen hundred seventy two (1472) cadets have received LGBT training since its inception.
Renovate the Corrections Sector	Build and refurbish correction facilities	Within 18 months: 1) Refurbishment of the Petionville women's facility; 2) Reconstruction of the Carrefour correctional facility; and 3) Assuming clear land title is received by October 1, 2010, construction approaching completion for a new women's prison in Port-au-Prince.	No Changes	Land title for a new women's facility at Cabaret was obtained and contract action for construction is pending. Refurbishment of a prison at Petit-Goave will commence in FY 2013. Up to three additional prisons will be refurbished or constructed commencing in FY 2013. The USG never received land title for the original site, so we have secured a new site (with USAID help) at Cabaret for the women's prison. As reported above, this is awaiting contracting and will be initiated in FY 2013.	In 5 years: 1) The HNP reaches 13,500 officers by the end of calendar year 2015 2) An HNP demonstrated capacity to make budget plans and manage internal financial functions using standard financial management and accounting practices; 3) Establishment of a HNP career path that requires merit-based promotion and permits specialty assignments; 4) HNP development and publication of an emergency preparedness/response plan, and performance of a simulation to demonstrate operational capacity to respond to a major emergency; 5) HNP establishment of a functioning procurement process for vehicles and other major equipment purchases, and demonstrated ability to maintain vehicles and other standard equipment with limited donor assistance; 6) Construction of eight to ten commissariats and sub-commissariats, and 7) Construction of a new Inspector General Headquarters with a dedicated GOH-funded maintenance fund. In 5 years the HCO has been able to maintain sufficient operational tempo to carry out its core mission and enhanced overall preparedness via training provided.	No Changes	<ul style="list-style-type: none"><li>* INL assistance supported the award of construction contracts to build three new prison facilities to contribute to a reduction in overcrowding and resultant security and disease threats to detainees. Construction is ongoing for completion in 2015 and 2016.</li><li>* INL funds supported equipment and training for Haitian prison personnel to more effectively manage prisons, vocational training for some of the inmate population, and supported an embedded mentor with the Director of HNP Corrections (DAP).</li></ul>	INL is supporting the GOH's efforts to create a more humane and efficient correctional system. To alleviate overcrowding, INL continued construction of new facilities in Cabaret, Petit-Goave, and Fort-Liberté, all of which will be turned over to the Haitian government in FY16. INL is working with the HNP to increase the number of officers assigned to the Prison Service. The HNP's leadership has committed to assigning 10% of the graduating officers from each promotion to the Prison Service. Nearly 50 Department of Prison Administration (DAP) officers visited the U.S. on INL-supported training with the Maryland Corrections Department, receiving instruction on defensive tactics, transportation of prisoners, and disturbance control. Learning from prison escapes in 2013 and 2014, INL continues to work with MINUSTAH and other donors to address weaknesses in the prisons through enhanced training and mentoring of DAP officers.
Develop a sustainable HNP	Provide assistance to GOH's HNP in training, communication systems, forensic equipment, computers, police equipment, boats, and other vehicles. Support rebuilding the Haitian Coast Guard via maintaining and sustaining the capacity of its fleet and personnel to carry out its core missions of maritime interdiction and security operations while disrupting the flow of illegal drugs to the US.	In 18 months: 1) Delivery of equipment for the next academy class, Promotion 22, which the HNP proposes to begin in August 2010; 2) Assisting the HNP and MINUSTAH in preparation for subsequent academy classes, to move toward the 12,000 officer target; 3) Improvement in HNP operational and administrative capacity beyond pre-earthquake levels, and decreased reliance on MINUSTAH; 4) Increased presence and capacity of HNP in operationally significant units on the streets; 5) Standardized reporting and publishing of records of reports of criminal activity in the Port-au-Prince region and other significant population centers. Increase HCO sustainment and maintenance capabilities.	No Changes	Increased number of trained Haitian Coast Guard personnel: 17 in 2010, 8 in 2011, and 3 as of June 2012. 1) HNP Academy Promotion 22 equipped and graduated in 2011. Promotion 23 began in April 2012. On August 30 the Supreme Council of the National Police (CSNP), chaired by the Prime Minister, approved the HNP Development Plan that calls for growing the HNP to 15,000 members by 2016 and training 1,200 cadets per HNP Academy class. Advisors provided by the NYPD and DynCorp, International work closely with DCPJ sub-units in case management, interrogations, and investigative techniques. INL and NAS have been working to help strengthen Academy training and cadet class sizes as well as mid-level HNP officer training opportunities. INL provided support to high-ranking HNP officials by sending them to senior-level training in the United States and abroad. INL is also supporting the newly created, "Planning and Development" HNP unit. Standardized reporting and publishing of records of reports of criminal activity in the Port-au-Prince region and other significant population centers is under review and therefore progress is limited. International Military Education and Training (IMET) from PM supported the training of Haitian Coast Guard personnel: 2 in 2010, 18 in 2011, 21 in 2012, 12 in 2013, and 17 in 2014. IMET has focused on enhancing English language training as well as operational and maintenance courses for the Haitian Coast Guard personnel.	In 5 years: 1) The HNP reaches 13,500 officers by the end of calendar year 2015 2) An HNP demonstrated capacity to make budget plans and manage internal financial functions using standard financial management and accounting practices; 3) Establishment of a HNP career path that requires merit-based promotion and permits specialty assignments; 4) HNP development and publication of an emergency preparedness/response plan, and performance of a simulation to demonstrate operational capacity to respond to a major emergency; 5) HNP establishment of a functioning procurement process for vehicles and other major equipment purchases, and demonstrated ability to maintain vehicles and other standard equipment with limited donor assistance; 6) Construction of eight to ten commissariats and sub-commissariats, and 7) Construction of a new Inspector General Headquarters with a dedicated GOH-funded maintenance fund. In 5 years the HCO has been able to maintain sufficient operational tempo to carry out its core mission and enhanced overall preparedness via training provided.	No Changes	<ul style="list-style-type: none"><li>* INL assistance supported the HNP's recruitment, selection, and training of qualified officers, and growth in the Police Academy's incoming cadet classes from 230 to more than 1000 students in the past two promotions. With the graduation of the 25th Academy promotion in December 2014, the force will reach approximately 12,500 police officers. Since the earthquake, INL has supported the training of 3001 new police officers, 296 of them female.</li><li>* INL funds supported the development of specialized units including forensics and anti-kidnapping, embedded mentors to strengthen the offices of the Director General and Inspector General, and an expert within the HNP to combat Gender Based Violence.</li><li>* INL assistance provided training and subject matter expert advisors to support development of management, administrative, and logistics functions within the HNP.</li><li>* INL, partnering with the New York Police Department, developed a community policing program that has grown from 38 to more than 80 officers.</li><li>* INL completed construction of the presidential security barracks and six police stations. INL awarded a contract for the refurbishment of the HNP Academy to accommodate and sustain larger recruitment classes with additional toilets, classrooms, a kitchen, and a power plant.</li><li>* INL assistance supported a U.S. contribution to MINUSTAH of up to 100 police officer advisors and 30 corrections advisors. U.S. officers provided expertise in the areas of academy training, field training, patrols, community policing, investigations, traffic, crime analysis, forensics, police management, supervisory skills, police administration, and other specialized skills.</li></ul>	The Police School's 27th Promotion class of 960 qualified officers (90 females) began in July 2016. This class is expected to graduate in February 2017. INL funds continue to support the development of specialized units including forensics and anti-kidnapping, embedded mentors to strengthen the offices of the Director General and Inspector General, and an expert with the HNP to combat Gender Based Violence. INL-funded assistance continues to provide training and subject matter expert advisors to support development of management, and logistics functions within the HNP. INL continues to partner with the New York Police Department and their support of the HNP's community police program. INL completed construction of the HNP School Kitchen in February 2016 and the HNP Special Planning Unit in March of 2016. The completion of the HNP/BLS Modular Units is expected by March of 2017 and the refurbishment of the Terrier Rouge Commissariat is expected to be completed by July 2017. INL and UNPOs have partnered to refurbish three additional police commissariats in FY2017. INL assistance supported a U.S. contribution to MINUSTAH of up to 29 police officer advisors and 5 corrections advisors in FY 2016. U.S. officers provided expertise in the areas of academy training, field training, patrols, community policing, investigations, traffic, crime analysis, forensics, police management, supervisory skills, police administration, and other specialized skills.

USG Haiti Strategic Overview by Component								
Strategy Component	Strategy Objective	Original 18-month Goal	Revised 18-month Goal (as of June 2012)	18-month Outcome	Original 5-year Goal	Revised 5-year Goal (as of November 2012 unless otherwise indicated)	Status (as of September 30, 2016)	
Assist the HNP to develop an effective counter-narcotics strategy	Support the reconstruction and capacity building of the HNP Counternarcotic forces to combat the corrosive effects of narcotics trafficking and corruption of the government and its officials while disrupting the flow of illegal drugs to the US.	In 18 months: 1) The La Brigade de Lutte contre le Trafic de Stupefiants (BLTS) is reinforced, expanded, and operational in a Port-au-Prince facility; 2) Establishment of BLTS operational counter narcotics capacity at logistical checkpoints throughout the country with infrastructure development and training; and 3) Additional personnel dedicated to the Haitian Coast Guard from the upcoming HNP training class.		INL supported specialized training for 100 counter narcotics police officers in 2011 and have helped the HNP locate and renovate 8 new locations for BLTS officers. Drug sniffing canines have been procured and their handlers have been hired and trained. A seized drug property was renovated to house the canine unit's headquarters. NAS procured 14 cars and 50 motorcycles for the BLTS' use. The most recent (current) Academy promotion was smaller than anticipated; no Haitian Coast Guard specific personnel are currently identified but work on this goal for the next Promotion continues.	In 5 years: 1) Increased training provided for border inspections and border enforcement skills; 2) Wiretap program is established within and operated by an unassisted BLTS; and 3) The number of drug trafficking investigations and attendant prosecutions increases proportionally to estimated drug trafficking statistics.	No Changes	<ul style="list-style-type: none"><li>• Assistance supported the deployment of HNP Counternarcotic Unit (BLTS) officers to strategic points throughout the country, and provided technical assistance and equipment to further develop BLTS' capability to effectively conduct and track operations and investigations. Through INL efforts, the BLTS grew from 42 to a current force of approximately 200 officers.</li><li>• INL assistance grew the K-9 Unit to 19 dogs with drug, explosive, and currency detection capabilities. As of October 2014, the BLTS reported using the K-9 unit daily at Port-au-Prince airport to screen arrivals, and routinely in boat and house searches conducted by the BLTS.</li><li>• INL supported five phases of beginning and advanced-level trainings conducted by the Miami-Dade Police Department for BLTS officers.</li><li>• Assistance expanded BLTS infrastructure through the procurement of modular units, being installed at strategic points throughout Haiti, including two airports.</li><li>• In 2013, the BLTS carried out several successful operations yielding drug and cash asset seizures, as well as several significant arrests including high-priority U.S. Drug Enforcement Administration (DEA) targets, and the unit is expanding its presence in affected areas</li></ul>	In FY 2016, the BLTS increased in size to 230 officers. INL is finalizing construction efforts at six additional BLTS locations; seaports in Port au Prince and Cap Haitien, Malpasse, Les Cayes and Cap Haitien CG bases and Terrier Rouge Customs House. INL also worked with the HNP to enhance its effectiveness in counter-narcotics. The HNP Counternarcotic Unit (BLTS) received 75 agents from the HNP's 24th Promotion, bringing its force to over 200. With INL support, these agents participated in an introductory Drug Enforcement Agency course on counter-narcotics. BLTS agents attended a range of other courses, including the INL-supported Jungla Commando course in Colombia and ILEA courses in San Salvador, which will help prepare them to assume more responsibility as they deploy to satellite offices throughout the country. INL also supplied two Boston Whalers which are being used to form a joint task force between BLTS and the Coast Guard to support maritime narcotics interdictions and provide humanitarian support. INL also funded the newly erected BLTS satellite office in Les Cayes. This office expands BLTS' reach in its fight against narcotics trafficking in Southern Haiti. This year, BLTS has recovered 15.7 kilograms of heroin, 3,321.36 kilograms of marijuana, and 562,000 US Dollars.
Enhance transparency in GOH institutions	Support the GOH to reform the l'Unité de Lutte Contre la Corruption (ULCC) to make it an independent unit capable of preventing, detecting, and prosecution corruption cases. Assist the GOH in developing and implementing a comprehensive anti-corruption strategy focusing on financial crime issues including money laundering and procurement fraud, education, prevention, prosecution and enforcement operations.	<ul style="list-style-type: none"><li>* Assist the Financial and Economic Affairs Brigade (BAFE), l'Unité de Lutte Contre la Corruption (ULCC), and Central Financial Enquiry Unit (UCREF) to restore capacity to pre-quake levels;</li><li>* GOH to reform ULCC and provide it with the authority and capacity to prosecute corruption cases;</li><li>* Assist GOH to develop a national strategy to combat corruption.</li></ul>	No Changes	NAS contracted to provide software support to the Central Financial Enquiry Unit (UCREF) of Haiti in their Anti-Money Laundering activities in 2012. INL, through an Inter/Intra-Agency Agreement (IAA), worked in conjunction with the Office of Technical Assistance (OTA) to provide technical assistance to Haitian financial crime units. BAFE, UCREF and ULCC have received technical support and advice on a monthly basis aimed at restoring and targeting their investigative capacity. They have referred several corruption cases to the courts. ULCC has new leadership and is actively pursuing corruption cases.	<ul style="list-style-type: none"><li>* GOH implements a national strategy to combat corruption, resulting in increased transparency;</li><li>* GOH expands anti-money laundering training and services to increase investigations, arrests, and revenue generation through the seizing of funds used in illegal activities;</li><li>* GOH enacts legal reforms, resulting in the establishment of an undercover unit to investigate allegations of GOH corruption;</li><li>* Ministry of Justice selects and vets prosecutors;</li><li>* GOH increases investigations and prosecutions of corruption cases;</li><li>* Reforms enable reduced USG investment support.</li></ul>	<ul style="list-style-type: none"><li>* ULCC and BAFE effectively investigate and prosecute corruption and financial crime;</li><li>* Criminal law reforms are implemented. A national strategy to combat corruption is implemented resulting in increased transparency among government organizations. Anti-money laundering training and services are expanded to increase investigations, arrests, and revenue generation through the seizing of funds used in illegal activities. Passage of legal reform results in the establishment of an undercover unit to investigate allegations of corruption within the GOH. Prosecutors are selected and vetted by the Ministry of Justice. Investigations and prosecutions of corruption cases are increased. USG is able to increasingly reduce its investment support.</li></ul>	<ul style="list-style-type: none"><li>• Since 2012, INL partnered with the Department of the Treasury to strengthen Haiti's anti-money laundering and counter-terrorist financing regime. Working with the government of Haiti, INL and Treasury aim to improve the efficiency and effective ness of the financial intelligence unit (French acronym UCREF) to operate in compliance with international standards, institutionalize a financial crimes task force, develop the central bank, and establish controls to protect the financial sector. INL supports upgrades to UCREF's facilities, hardware, and software for electronic reporting, file data basing, user access, and security access protocols to improve the unit's functionality and connection with external financial institutions.</li><li>• To improve HNP accountability and reform, INL supports the Inspector General's (IG's) office with direct mentorship to enhance HNP capacity to perform internal police investigations, exercise effective command and control over the force, and ensure adherence to policies and procedures. The IG office made progress in combating corruption and police abuse, working with the INL embedded mentor and MINUSTAH (also collocated in the office). The Inspector General's office meets frequently with various human rights groups in Haiti and initiated weekly press conferences to inform the public of the role of the IG office, resulting in increased visibility and transparency. The IG office dismissed 645 police officers and recommended termination of more than 100 more in 2014 as a result of investigations for absence from post, other infractions, abuses, and criminal conduct.</li><li>* In September 2014, OTA concluded its engagement to assist in development of an effective anti-money laundering and counter terrorist financing regime compliant with international standards.</li></ul>	<p>INL is partnering with UNODC to install an anti-money laundering software program at the financial intelligence unit (UCREF). This should be completed in early FY 2017. Completion on December 31, 2014 of the LFHH Civil society Parallel Progress Report on implementation of the United Nations Convention against Corruption (UNCAC) and the submission to the ULCC, to the UNODC and to the International CSO UNCAC Coalition. This report presents Haitian civil society's evaluation on the progress accomplished by Haiti in implementing the UNCAC. It is a shadow report to the official report submitted by the GOH to the UNODC. It was presented to the panel of UNODC experts in charge of Haiti's evaluation during their visit in Haiti on April 8, 2015</p> <p>Local launch of Transparency International's 2014 Corruption Perceptions Index (CPI) on December 3, 2014 with a press conference and the LFHH commemoration of International Anti-Corruption Day with the public launch of the Manifesto of Young Haitians Against Corruption on December 9, 2014.</p> <p>Training tools developed for the private sector, including French translation of TI's Business Principles to Counter Bribery that was presented and distributed to members of AMCHAM on April 16, 2015. During this workshop, LFHH also presented its Business Integrity Pledge that was signed by 7 members of AMCHAM.</p> <p>At the request of Transparency International and the World Bank, LFHH completed a 2-week research project on public procurement in Haiti and submitted the 3 WB questionnaires on May 14, 2015. The WB's Benchmarking Public Procurement report will be published in the summer of 2016.</p> <p>During the pre-electoral period, LFHH conducted a workshop on August 6, 2015 to increase capacities of journalists to do an effective, professional and impartial job of covering the 2015 elections by providing guidelines on what constitutes ethical election coverage. A "Pledge of Ethical and Transparent Conduct" for Journalists and Media Directors was presented and 18 Journalists and media owners from commercial and community radios signed the pledge. Support to the network of Young Haitians Against Corruption (JHACCO) and training workshop for the young people on July 23 to provide information to the JHACCO members on preparing a Youth Agenda for the 2015 Election that led to the publication of a JHACCO Open Letter to the Candidates.</p> <p>Conducted OIG training sessions for USAID partners within the framework of the OIG anti-corruption hotline, including 6 training sessions for partners and 3 training sessions for USAID accredited audit firms.</p> <p>LFHH provided training for 567 people in FY 2015 and developed 6 tools and mechanisms to counter corruption.</p>